

## NOTES

### 102 Organisational Behaviour

Semester I		102 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

*\*SPPU Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only.*

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#### OB Orientation: A Brief Overview Session

##### **What is your understanding of an Organization?**

A consciously coordinated social unit, composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals.

##### **What is Organizational Behavior (OB)?**

The study of how people, groups, and organizations interact and have an impact on one another is known as **organizational behavior (OB)**. However, it is primarily employed in corporate management as a way to comprehend and manage groups of people more successfully. **Businesses turn to OB** because it may help them improve employee performance while simultaneously fostering a healthy workplace culture.

The study of organizational behavior **focuses on how people and groups interact inside a company** and how these interactions impact how well the company performs in relation to its aim or goals. The discipline investigates how different variables affect behaviour inside an organization. The main emphasis of organizational behavior is frequently on **worker productivity**.

##### **Understanding Business Environment:**

When people join the organization to accomplish the goals/objectives, some kind of structure is required. They use machinery, gadgets & technology to achieve the organizational goals. At the same time they are influenced by external environment.



**Example of Organizational Behavior (OB)**

Research on organizational behavior has demonstrated that motivated employees are more productive, and motivated employees are more profitable for the company. Organizational behavior, however, can also concentrate on how businesses can better control, modify, and enhance behaviour in order to accomplish desired results (such as productivity, employee well-being, or workplace satisfaction). Issue selling, taking the initiative, positive change-oriented communication, creativity, and proactive socialization are a few examples of these behaviors.

**Understanding of Organizational Behaviour (OB)**

Research in the field of organizational behaviour has been devoted to enhancing job happiness, job satisfaction levels, innovation, and leadership. Each offers a set of suggested actions, such as restructuring groups, altering pay plans, or switching how performance is judged.

**Origins of Organizational Behaviour**

The late 1920s saw the start of a now-famous series of studies on employee behavior at the **Western Electric Company's Hawthorne Works factory in Cicero, Illinois**, which laid the foundation for the study of organizational behavior.

**Emergence of OB - Historical View**

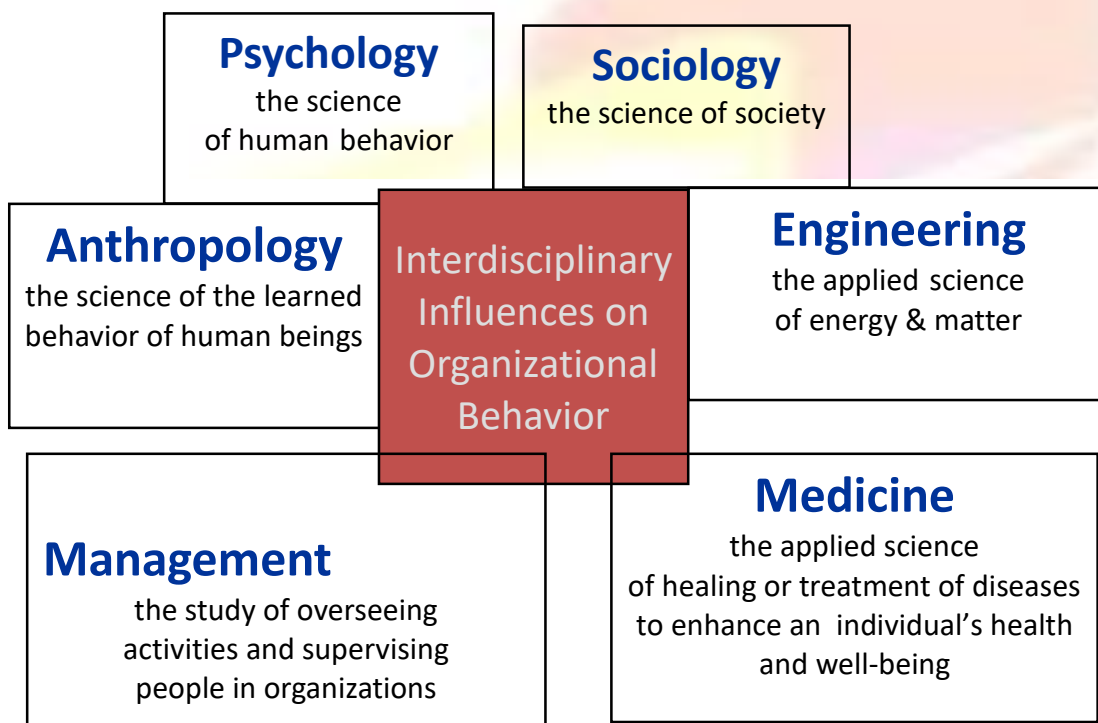
- 1900's Scientific Management
- 1930's Human Relations Approach
- 1950 's Contingency Approach
- 1980's Culture/Quality Movement
- 1990's Knowledge & Learning



**Characteristics of Organizational Behavior (OB)**

The following are the primary traits of organizational behaviour-

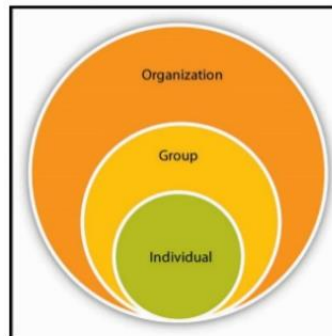
1. OB is not a **discipline but a distinct field of research** due to its transdisciplinary scope and lack of a specific theoretical base. When interacting with workers, organizations adopt humanistic values. It is focused on how individuals feel and think.
2. **Goal and Action-Oriented Research:** It is the focus of organizational behavior studies. Its primary purpose is to effectively manage organizational affairs in order to achieve organizational objectives. Organizational behaviour carries out several research projects and hunts for problems inside the organization.
3. To make them useful for studying and assessing organizational behavior, OB aims to combine significant data from related fields, including **psychology, sociology, and anthropology**.
4. Organizational behavior is divided into two categories:
  - **Science:** is the deliberate gathering of all relevant information on human behaviour.
  - **Art :** The use of acquired behavioral knowledge and skills on the job is what we call art.

**Interdisciplinary Influences on Organizational Behavior**

**Nature of OB :**



**Scope of OB / 3 Levels of Organizational Behaviour (Refer the OB Chart)**



OB Chart

OB predominantly is the study of human behaviour at work places / organisations.

The scope of OB involves three levels of behaviour in organizations: individuals, groups and structure.

The first level is personal, and it comprises organizational psychology as well as knowledge of motivations and human behaviour. The second level is groups, which includes sociological and social-psychological understandings of interpersonal relationships and group dynamics. The highest level is the organizational level, where sociology and organization theory are used to conduct system-level studies and research how businesses interact with one another in the marketplace.

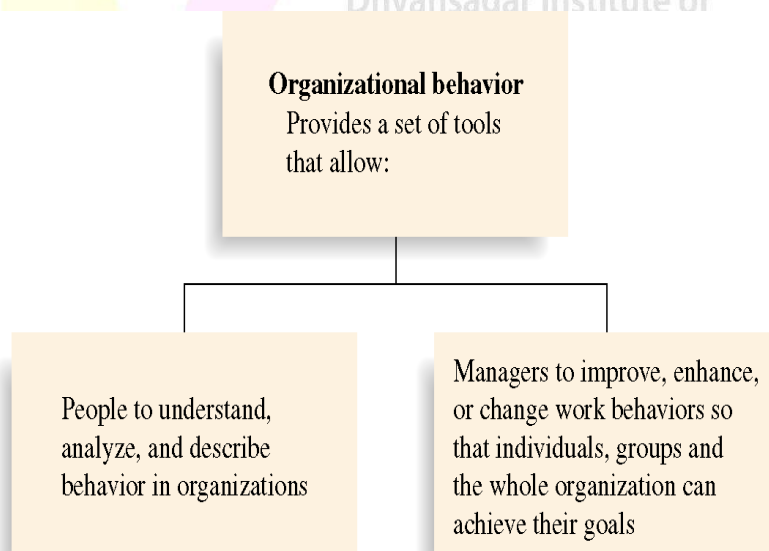
1. Individual Behaviour: This aspect of organizational behaviour focuses on analysing employees' viewpoints, attitudes, and personal traits to determine their behavioural patterns at work. Human psychology is the foundation of its analysis. So it focuses on: (i) Personality (ii) Perception (iii) Values and Attitudes (iv) Learning (v) Motivation.

**Group Behaviour:** The group-level examination, often referred to as the team level, investigates numerous group ideas, such as power, conflict resolution, group dynamics, and leadership. It also looks at how employees act when working together. It regulates how people act individually and collectively in social situations. The basis of the team-level analysis is social psychology and sociology. Thus it is concerned with ; (i) Work groups and group dynamics (ii) Dynamics of conflict (iii) Communication (iv) Leadership (v) Morale

**Organization Structure, Process and Application:** The atmosphere, culture, and structure of an organization are examined at this level. It looks at the effects of various Organizational structures, working conditions, human resource policies, and other elements on an organization's operations. Political science and sociology serve as the foundation for Organizational system analysis. Therefore; it is related with ;(i) Organizational Climate (ii) Organizational Culture (iii) Organizational Change (iv) Organizational Effectiveness (v) Organizational Development.

E.g.: if I want to understand my boss's personality, my analysis would be at the individual level. If I want to understand how my manager's personality affects the team, I will consider the team level. But, if I want to understand how my organization's culture affects my boss's behaviour, I would be interested in the organizational level of analysis.

### **Importance Of Organization Behavior/ Why To Study OB:**



**Importance Of Organization Behaviour/ Why To Study OB:** Organizational behavior is employed in business to boost productivity, boost creativity, and provide companies with a competitive edge.

1. It builds better relationship by achieving, people, organizational, and social objectives.
2. It covers a wide array of human resource like Behavior, training and development, change management, leadership, teams etc.
3. It brings coordination which is the essence of management.
4. It improves goodwill of the organization.
5. It helps to achieve objectives quickly.
6. It makes optimum utilization of resources.
7. It facilitates motivation.
8. It leads to higher efficiency.
9. It improves relations in the organization.
10. It is multidisciplinary in the sense that applies different techniques, methods, and theories to evaluate the performances.
11. It facilitates improved communication between the authorities and the stakeholders and workers.
12. Reduces Turnover: Fostering a happy, healthy workplace guarantees a lower rate of employee churn. This aids in enhancing the organization's overall reputation
13. Help Manage Change by assisting decision-makers in understanding how stakeholders and workers will react to a change inside the company.
14. Researching organizational behavior theories gives one insight into the elements that encourage job satisfaction and raise workplace productivity.
15. This creates a healthier work environment for everyone who works there.



**Benefits of Organizational Behaviour (OB)** Understanding organizational behavior may assist organizations in developing a positive workplace culture and environment that will eventually benefit the company as a whole. According to research, Organizational behaviour has several advantages, which are as follows-

- An improvement in employee satisfaction
- Decrease in employee turnover and attrition.
- Employees are more likely to act morally.
- Fosters a culture of leadership among employees.
- Improved client satisfaction.
- Improved communication within the company.
- Improved relationship between staff and management.
- Increased inventiveness.
- Increased performance and productivity.
- Reduction of burnout among employees.

#### **Goals of Organizational Behaviour:**

- OB has four primary goals which are typical of any science, they are:
  - To describe: systematically how people behave under a variety of conditions.
  - To understand: why people behave as they do.
  - To predict: future employee behavior.
  - To control: human activity at work.

#### **Research Methods used in Organizational Behaviour**

Organizational behavior employs a range of techniques, many of which are employed in other social sciences. The following are some of the research methods used in organizational behavior-

**Computer simulation :** A common technique in organizational behaviour is a computer simulation. Although computer simulation has various applications, the majority of organizational behavioral academics have **utilized it to comprehend how businesses or organizations function**. However, more recently, researchers have also begun to use computer simulation to comprehend human behavior at a micro-level, concentrating on individual and interpersonal cognition and behaviour, including the mental processes and actions that constitute collaboration.

**Qualitative methods :** Numerous techniques of inquiry that are part of qualitative research often do not include the measurement of variables. This process establishes and structures behavioral patterns in individuals. Qualitative research has the benefit of giving a clearer picture of an organization. The use of written narratives of observations as well as content analysis of interviews and written sources are all examples of qualitative approaches. Meaning that qualitative research digs deeper into their studies than it does across the board. Ethnography, case studies, historical techniques, and interviews are typical methodologies.

**Quantitative methods :** Through the use of numerical data, quantitative research enables the study and comparison of organizational behaviour. Quantitative studies provide the benefit of efficiently examining huge groups of people at lower costs and in less time. This type of research focuses more on broad research. Correlation, analysis of variance, meta-analysis, multilevel modeling, multiple regression, structural equation modeling, and time series analysis are statistical techniques frequently employed in OB research.

#### **4 Elements of Organizational Behavior**

Human behavior is a complicated, multidimensional field of study that is always changing and evolving. Four essential factors have been identified in the field of Organizational behavior as contributing to employee behaviour in the workplace, which are as follows-

**External Environment** Both internal and exterior surroundings are mentioned here. Physical settings (lighting, space, furniture, etc.), as well as more general circumstances (economy, clients, politics, etc.), are both meant by this. Example: Employee morale, cultural shifts, and financial concerns are a few instances of the internal environment. Political variables, economic shifts, and the firm itself are examples of the external environment.

**People:** Each individual brings their own personality, set of values, and manner of communicating to the workplace. Perhaps the most crucial aspect of a work environment is how workers engage with their jobs and one another. Example: Trainees from diverse states, including Orissa, Haryana, Arunachal Pradesh, and others, are offered campus placement by a corporation. However, all trainees are solely evaluated during and after training on the basis of how well they perform the duties that have been given to them.

**Structure** Discusses the responsibilities and interactions of employees both within and outside of the workplace. Includes things like job descriptions, departmental structures, and pay scales. Example: The relationship between management and their staff is determined by the Organizational structure.

**Technology:** It refers to the devices, resources, and tools used by employees to carry out their tasks, interact with consumers, and fulfill other roles and Organizational functions. Example: The performance of individuals and organizations is determined by the introduction of SAP, big data, and other technologies to the market.

Understanding that all four of these elements contribute to a company's culture and the way in which its people act within it is essential to comprehending Organizational behavior. Organizational leaders may bring about change inside their company by identifying areas of weakness and making the necessary adjustments.



**Organizational Behaviour vs Organizational Culture (OB)**

Organizational behavior refers to how individuals behave as a result of organizational culture, which is the set of characteristics of the workplace that affect its employees.

**Organizational Culture** includes elements like the company's mission statement, fundamental values, and employee expectations. The company's identity and desired perception are defined.

**For instance**, if a company's objective is to provide the best possible customer service, then its core values can be focused on communication, professionalism, and customer happiness. As a result, the personnel will be held to certain standards, such as being polite and prepared to go above and beyond for the benefit of the client.

**Organizational Behaviour** is the behavior that people exhibit inside an organization as a result of the culture in which they are raised. Employees are more likely to exhibit behaviors like friendliness and helpfulness while dealing with customers if the corporate culture encourages customer service.

In contrast, if a company's culture is centered around a hostile work environment where individuals are required to go above and beyond to be the most successful, then this may be the case. Employees may act aggressively and competitively in this situation in an effort to provide the best results. The foundation for the behaviour that employees display is provided by **Organizational culture**, and the two are interwoven. A corporation must build an Organizational culture that supports healthy behavior among its employees if it wishes to foster a happy work environment.

**OB In Professional Life: Glimpse :** (*Brainstorming in Class : We referred the OB Chart* )

**Shortcomings / Limitations of OB :**

People who lack system understanding may develop a 'behavioural bias', which gives them a narrow view point, OB helps an individual to understand human behaviour only at workplace or he she may be a failure at domestic front.

A significant concern about organizational behaviour is that its knowledge and techniques could be used to manipulate people without regard for human welfare.

Organizational behaviour cannot abolish conflict and frustration but can only reduce them.

**Challenges of OB:**

- Increasing globalization of organizations' operating territory
- Increasing diversity of organizational workforces
- Continuing technological innovation with its companion need for skill enhancement
- Continuing demand for higher levels of moral and ethical behavior at work

**USE of OB has to be with a Pinch Of Salt !!!!**

**Practical Implementation of OB in industry: A Glimpse**

1. Human resources like staff retention, engagement, training, and culture are woven into organizational behavior.
2. Its ideas are mostly used in efforts to improve corporate operations.
3. Organizational behavior is the academic study of how individuals interact with others in groups.
4. The cornerstone of corporate human resources is the study of Organizational behaviour, which encompasses fields of study devoted to enhancing job happiness, job performance, and creativity.
5. Organizing a business and managing its resources in a more comprehensive way is the subject of Organizational behaviour, a branch of Organizational theory.
6. The most well-known research on Organizational behavior is The Hawthorne Effect, which explains how test subjects' behaviour may vary when they are aware that they are being observed.

**Mode of conducting OB Sessions & words of Caution!**

- Aligning Learning Goals with the Syllabus Completion.
- Attendance
- Submissions
- Participation in the Class Activities
- Complimenting OB with the VC Session being taken in parallel. (Advantage!)

**Instructions To the students :**

- *Students are suppose to maintain this OB Reflection Diary.*
- *This has to be done at the end of every Class.*
- *It should include the TAKE AWAYS from the sessions/activity/games/exercises/case studies/storytelling.*
- *This will be checked randomly as surprise check.*
- *This Diary will be reviewed and will carry part of Internal Marks.*
- *The CCE component specified in SPPU ; will be mapped with this efforts.*

**Format of the OB Reflection Diary:**

**Session No:**

**Date:**

**Topic :**

**Teaching Method:** (It could be combination of Storytelling, CASE, Game, Exercise, Activity, supportive PowerPoint presentation, discussion session, Role-play, Demo, Brainstorming, etc)

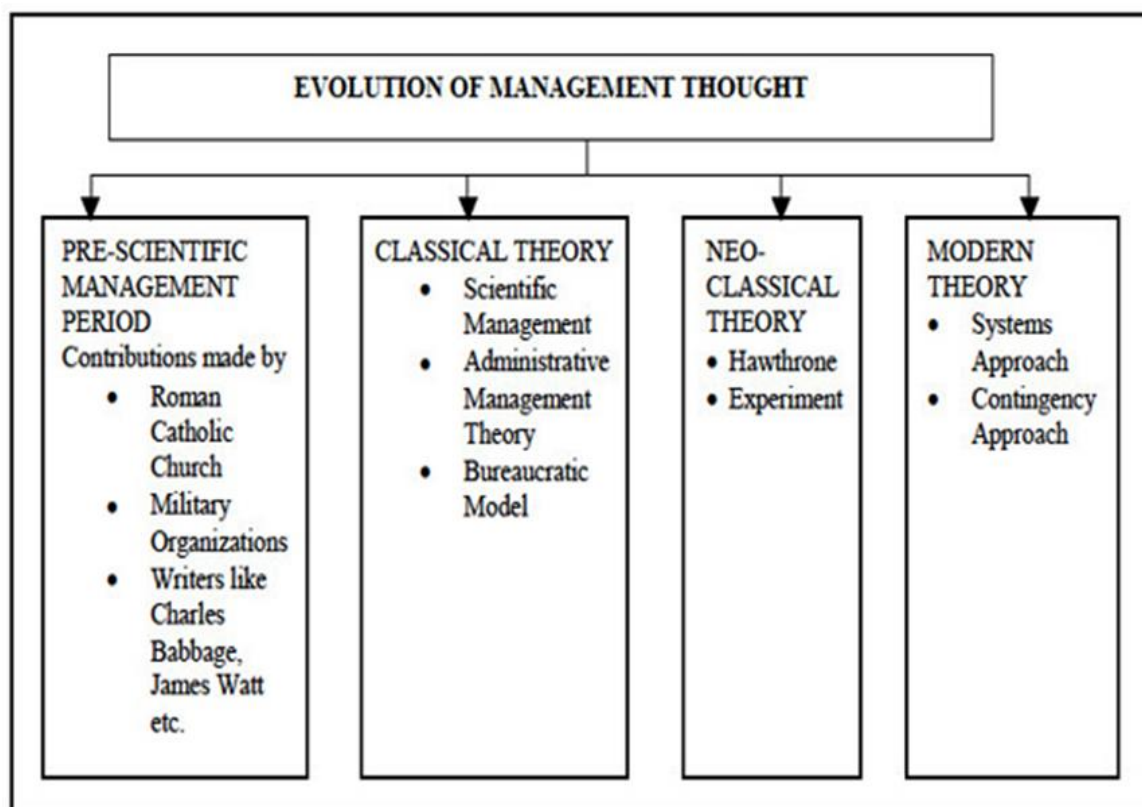
**Learnings from the Session / Take Away:** In points specifying various examples referred in the class) Mapping the understanding with the SPPU Syllabus.( Refer the Syllabus , review the Session Learnings and do extra reading and note it here)

**Your Own Reflection:** (Your own concluding remarks in your own words)

## Unit 1 – Fundamentals of OB

**Unit 1 > Fundamentals of OB:** Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ. **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components

### Evolution of Management Thought



The evolution of management thought is a process that started in the early days of man. It began since the period man saw the need to live in groups. Mighty men were able to organize the masses, share them into various groups. The sharing was done accord to the masses' strength, mental capacities, and intelligence. The evolution of management thought is shared into four different stages.

These include:

- Pre-scientific management period
- Classical theory
- Neo-classical theory or behaviour approach
- Bureaucratic Model of Max Weber

**The Pre-Scientific Management Period :** The industrial revolution that took place in the 18th century had a significant impact on management as a whole. It changed how businesses, as well as individuals, raised capital; organize labor and the production of goods. Entrepreneurs had access to all the factors of production such as land, labor, and capital. Theirs was to make an effort to combine these factors to achieve a targeted goal successfully.

Professor Charles Babbage – United Kingdom (1729 – 1871) : Prof Babbage, a renowned professor in mathematics at Cambridge University discovered that manufacturers were relying on guesswork and suggestions and urged them to utilize mathematics and science to be more accurate and productive.

Robert Owens – United Kingdom (1771 – 1858) : Robert was regarded as the father of personnel management because of his approach and focus on employee welfare. He introduced co-operation and trade unions. Robert believed that employee welfare could determine their performance to a large extent. He encouraged the training of workers, education for their children, canteens in the workplace, shorter working hours, among others.

**The Classical Theory:** During the classical period, management thought was focused on job content, standardization, the division of labor, and a scientific approach towards the organization. It also was closely related to the industrial revolution as well as the rise of large-scale enterprises.

**The Neo-Classical Theory :** This period of evolution of management thought is an improvement of the classical theory. In other words, it modified and improved upon the classical theory. For instance, Classical theory focused more on the area of job content, including the management of physical resources, while neo-classical theory gave more profound emphasis on employee relationships in the work environment.

**The Bureaucratic Model :** A German Sociologist called Max Weber proposed this model. And it includes a system of rules, division of labour hinged on functional specialization, legal authority, and power, the hierarchy of authority, and placement of employees based on their technical competence.

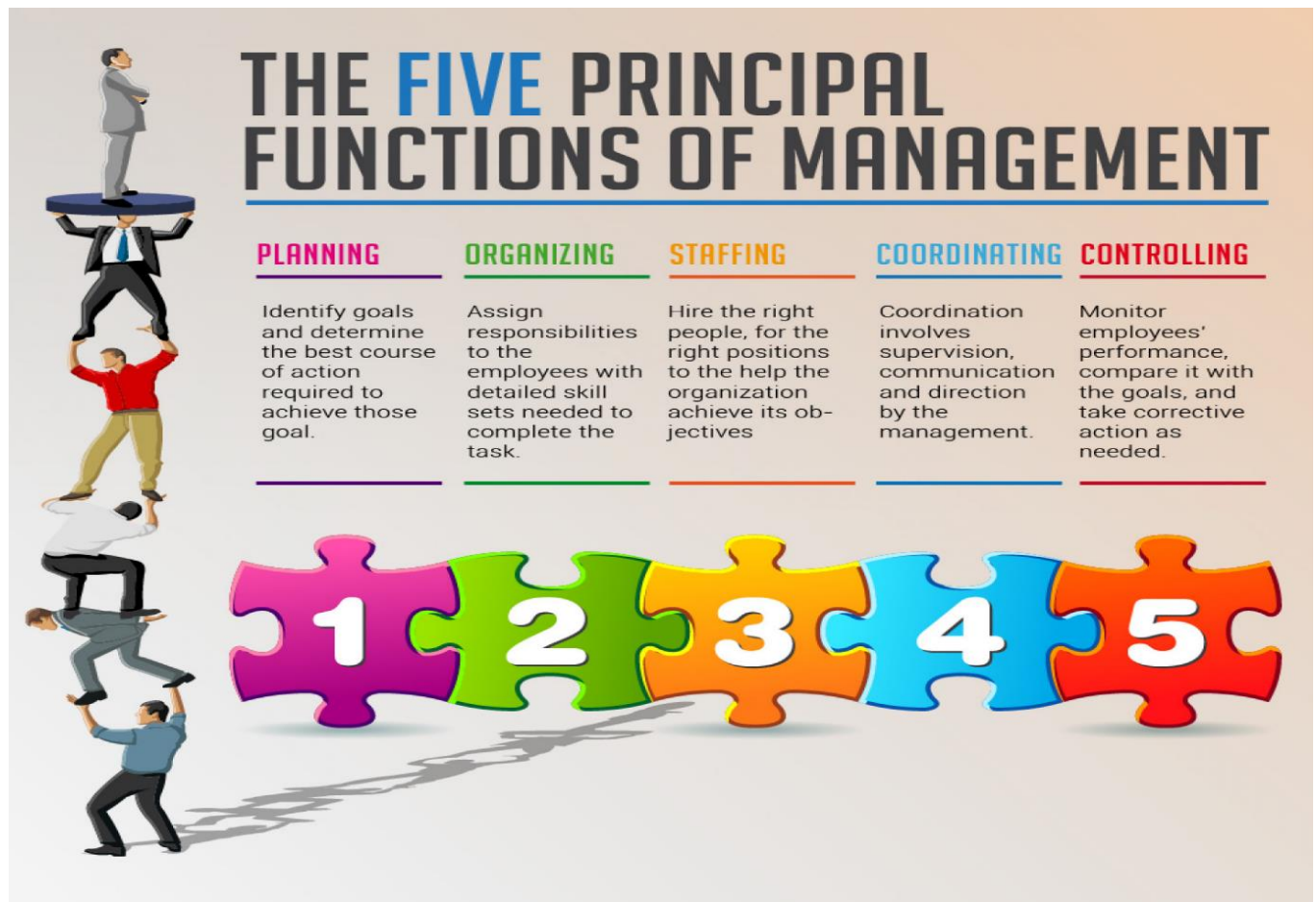
### **Five Functions of Management:**

**Planning** - According to KOONTZ, “Planning is deciding in advance - what to do, when to do & how to do. It bridges the gap from where we are & where we want to be”. It is the basic function of management. It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals. Planning is necessary to ensure proper utilization of human & non-human resources. It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastages etc.

**Organising** - According to Henry Fayol, “To organize a business is to provide it with everything useful for its functioning i.e. raw material, tools, capital and personnel’s”. To organize a business involves determining & providing human and non-human resources to the organizational structure.

**Staffing** - According to Kootz & O’Donell, “Managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure”. It is the function of manning the organization structure and keeping it manned. The main purpose of staffing is to put right man on right job i.e. square pegs in square holes and round pegs in round holes.





**Directing** -It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work.

**Controlling**-According to *Theo Haimann*, "Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation". . The purpose of controlling is to ensure that everything occurs in conformity with the standards. An efficient system of control helps to predict deviations before they actually occur.

### Relationship between OB and Individual

Following are the things which can make strong bonding between an individual and an organization:-

**Motivation**:- is what drives a person to participate in an organization. A motivated person generally works harder, produces more, and maintains a better attitude than a person who feels unmotivated.

**Reciprocity**:- In terms of organizational behaviour, social exchange theories predict that those in leadership roles can garner employee backing for company agendas if those employees are treated favorably.

**Positivity:-** Confidence, hope, resiliency and optimism -- these are the important positive psychological traits that lay behind constructive activity and organizational behaviour. This capital can belong to individuals, groups, leaders and to the organization itself.

**Group Belonging:-** Social identity theory refers to the identity a person feels as a member of a group. A sense of group belonging can be a powerful force in an organization because people tend to favour others who are of their group as an extension of self.

### ❖ **The Nature of People :**

There are 6 basic concepts in respect of people.

- i) **Individual difference** – According to psychological study, from the day of birth, every person is unique. Individual differences means that management can get greatest motivation among employees by treating them differently. Hence the managers' approach should be individual. Thus, the belief that every person is different from others is called the law of individual differences.
- ii) **Perception** – Everyone has a different view about the things seen in the world. Perception is a unique way in which a person sees, organizes & interprets things. Employees see their work differently. It may be because of their personalities, needs, past experiences or social surroundings. They tend to act on the basis of their perception.
- iii) **Motivated Behaviour** – Management can motivate people in 2 ways either positively or negatively by threatening them of the consequences
- iv) **A whole person** – Every organization has to employ a whole person. It's not possible to employ only a person's skill. We can not separate emotional conditions from physical conditions.  
  
We may study different human traits separately but in the final they are all parts of a human system. While developing a better employee, management wants to develop a better person in terms of growth & fulfillment.
- v) **Desire for involvement** : Today employees try to get opportunities at work to become involved in decision making process thereby contributing their ideas and talent to the organization's success. They try to seek the chance to share what they know & want to learn from experiences. So organizations should provide opportunities for meaningful involvement. It will be beneficial for the employees as well as for the organization.
- vi) **Ethical treatment** – People must be treated differently from the other factors like land, capital, technology. They want to be treated with respect & dignity. They want to be valued for their skills & abilities.



### ❖ The Nature of Organization

**There are 2 important concepts involved in an organization.**

- i) **Social systems** – Social system provides a framework for analyzing organizational behaviour. OB of employees should be studied in that frame work. It helps in making organizational behaviour problems understandable & manageable.
- ii) **Mutual interest** - Organizations & people are interdependent. According to people, organizations are means of helping them to achieve the organizational goals. There must be mutuality among the people otherwise it is impossible to develop co-operation. When there is co-operation & team work, people find more satisfaction in work. When the organization's goals and actions are ethical, mutuality creates a triple reward system in which individual, organization & social activities are met.

### ❖ Models Of OB :

Models of OB constitute the belief system that dominates management's thought and affects management's action in each organization. It is highly important that managers recognize the nature, significance and effectiveness of their own models as well as the models of others around them.

Models are also called as Framework or Paradigms. It is an abstraction of reality , a simplified representation of some real-world phenomenon.

- E.g: a Mannequin outside a store.

### ❖ Models of OB : These models represent a series of historical evolution in the OB.

- Organizational behavior reflects the behavior of the people and management all together, it is considered as field study not just a discipline. A discipline is an accepted science that is based upon theoretical foundation, whereas OB is an inter-disciplinary approach where knowledge from different disciplines like psychology, sociology, anthropology, etc. are included. It is used to solve organizational problems, especially those related to human beings.

### **The Autocratic Model** / Also known as the Authoritarian Model

- The basis of this model is power with a managerial orientation of authority. The employees in turn are oriented towards obedience and dependence on the boss. According to this paradigm, the staffs are focused on compliance and discipline. They must comply; if not, they risk punishment or termination. It is a threat based on negative motivation. The performance result is minimal.

Under this model, people tend to get easily irritated due to the lack of security, reliance on superiors, and minimal performance following low pay.



## The Custodial Model

- As managers began study of their employees, they felt that in Autocratic approach,
  - workers felt insecure & frustrated.
  - They worked according to the directives of their boss & couldn't say anything against the orders of the boss.
  - They wanted to say many things sometimes they did say, but only when they left the job or lost their temper.



Hence there was need for a new approach. According to this paradigm, an equitable remuneration structure boosts employee enthusiasm and productivity inside the company. Giving employees numerous financial and non-financial perks, including job stability, fair compensation, bonuses, paid time off, and prizes, is the main goal of this strategy, which aims to keep great staff and boost motivation and productivity.

The custodial model assumes that employees will work more and stay longer when they are paid fairly. This strategy encourages relying on the company rather than the management or boss. People cooperate passively because they are content but not very motivated.

## The Supportive Model

This approach assumes that although employees may be somewhat self-motivated, they nevertheless require managerial help to achieve their best. As a result, a supportive model aims to strengthen the interaction between managers and their staff members.



It emphasises the psychology, inspiration, and zeal of workers.

Here, the supervisor is a great proponent of motivating staff to do better. The employee need that is met is status and recognition. The performance result is awakened drives.

The supportive model works best when there is a positive work atmosphere, management support, stronger relationships, harmony, good communication, etc. If they are given a chance, they can show a better result, share responsibility, develop a drive to contribute & improve themselves. Hence, managements orientation is to support the employees job performance. An effective leadership helps employees solve their problems. People are motivated by this approach. Workers experience a sense of involvement.

## The Collegial Model

The basic foundation of the collegial model lies on management's building a feeling of partnership with employee. Collegial refers to a situation where groups of co-workers share responsibilities. This model places a strong emphasis on encouraging collaboration inside the company.

The manager serves both as a mentor and a member of the team. Their job is to encourage teamwork and make sure the team performs well. They routinely encourage cooperation and keep track of outcomes. They consider managers as joint contributors to organizational success rather than as bosses.

This approach presupposes teamwork is superior to working alone and can lead to more significant outcomes. As managers and employees collaborate as a team, their bonds become stronger, they attend crucial meetings, their opinions are respected, everyone appears to respect one another, and a harmonious work atmosphere is produced.

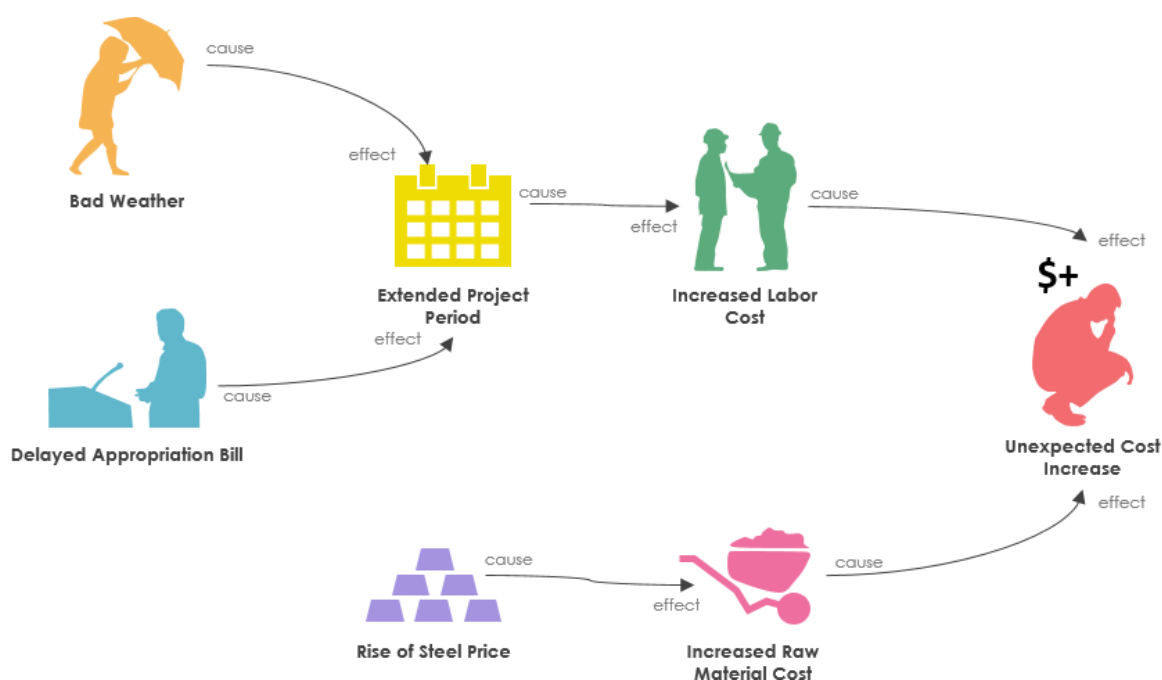
## System model

The system model discusses the organisational structure, culture, working environment, and consistent policies.

It works to achieve a balance between the objectives of the individual and the organisation, assuming that people have varying goals, abilities, and potential. Managers and staff members of the organisation invest their interests to help and achieve established objectives. All staff members and management should feel that they have a relationship with the organisation and agree on how to accomplish shared objectives.

A positive workplace atmosphere, communication and collaboration, and value to employees and the community are only a few advantages of the system model.

## Cause Effect Relationship



## S-O-B-C stands for Stimulus, Organism (a person), Behavior and Consequence.

Stimulus: is any event that happens in the environment, it can be a sound (like someone shouting) a scene (a car accident, a fight. etc...) , events (like receiving a paycheck). Organism: is a person, nothing more can be said about this, so in OB you can consider that to be an employee or an employer. Behavior: the organism behavior and response in regards to the stimulus (for example a child (Organism) may hit (Behavior) his brother after seeing a violent movie (Stimulus)). Consequence: is the outcome that comes after the behavior, it either reinforces (thus repeated) the behavior or punished (thus not repeated).

## ❖ Concluding remarks on OB Models

These models are closely related to human needs. Each model depends on accomplishments of other Inclination is observed in Supportive , Collegial and SOBC models .The newer models popular due to the association of basic needs of human behaviour traits such as satisfaction ,self esteem , high moral and autonomy. Manager flexibility is to be maintained while applying any of these models most suitable to the organisation and its human assets.

## ❖ Values, Attitudes and Emotions

A value may be defined as a concept of a desirable, an internalised criterion or standard of evaluation a person possesses. Such concepts and standards are relatively few and determine or guide an individual's evaluations of the many objects encountered in everyday life.

**Values** represent stable, long lasting beliefs about what is important.

**Attitudes:** - Attitude is a state of mind of an individual towards something. It may be defined as a tendency to feel and behave in a particular way towards objects, people or events.

**Emotions:-** Emotions are psychological states comprised of thoughts, feelings, physiological changes, expressive behaviors, and inclinations to act.

Some emotions are considered primary emotions that we are innately born to experience. Other emotions are considered secondary, or are learned through experience. As humans, our emotions have an evolutionary basis, purpose, and we are so lucky to have them!

### **Importance of Attitude in an organisation:-**

Attitude reflects leadership. Creates positive work environment.

Motivating Factor for others as well as for our self. Attitude is an energizing factor.

Improve Relationship.

### **Right Attitude:-**

Having the right attitude can make the difference between success and failure. It doesn't matter if you're dealing with the business world or your own family; the right attitude counts, and a good leader not only displays the right attitude at all times, he does his best to encourage the right attitude in others. Having the right attitude motivates other people to change their negative thinking and come over to your side.

The three basic components of attitude are cognitive, Affective and Behavioural part. Cognitive Component of Attitude refers to opinion or belief part of attitude. When you form your opinion or judgment on the basis of available information and decide whether you have a favourable or unfavourable opinion on that, it is the cognitive part of attitude we are talking about.

Affective Component of Attitude refers to the emotional aspect of attitude. This is perhaps the most often referred part of attitude and decides mostly the desirable or undesirable aspect of attitude.

Behavioural Component of Attitude refers to the behavioural part of attitude. If we have a positive attitude for a particular object, it is likely to be translated into a particular type of behaviour, such as buying or procuring that object.

### ➤ **Relationship between attitude and behaviour**

Attitude directs the behaviour. Once people's attitudes are established, then we can accurately predict how they behave? It is generally agreed that attitudes form only one determinant of behaviour. They represent predispositions to behave in particular ways but how we actually act in a particular situation will depend on the immediate consequences of our behavior.



## ➤ **Personality and Attitude**

Personality is the unique and relatively stable patterns of behaviour, thoughts, and emotions shown by individuals. Personality helps us understand why employees behave as they do. Motivation centres around personality. Personality helps in the selection of right people for the right jobs. Personality is an important determinant of employee behaviour.

“Personality is that which permits a prediction of what a person will do in a given situation.”(R.B.Cattell)

## ➤ **Importance of Personality for Performance**

**Managing Team Diversity:-** A team has many members having different personalities. By combining all of their personalities on the same team, team has the ingredients for success in a project.

**High Level of Motivation:-** Different personalities can motivate one another.

**Creativity and Analysis:-** Creative team members are vital to helping companies find new ways of doing business, marketing or designing new products.

**Employee Morale:-** By keeping workforce full of diverse personalities, one can be assured that morale is high while distractions are low.

## ➤ **The Myers-Briggs Type Indicator**

1) Introversion/Extraversion 2) Perceiving/Judging 3) Sensing/Intuition 4) Thinking/Feeling.

Extroversion/ Introversion: - Extroverts are outgoing, sociable and assertive. Introverts are quiet and shy.

Sensitive / Intuitions: - Sensing types are practical and prefer routine and order. They focus on details. Intuitions rely on unconscious process and even inspiration.

Thinking / Feeling: - Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.

Judging / perceiving: - Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous.

## ➤ **The “Big Five” Personality Traits:-**

In the field of organizational behaviour and human resource management, the “Big Five”, traits have held up as accounting for personality in many analyses over the years and even across cultures.

### **Core Traits**

### **Descriptive Characteristics of High scorers**

- |                          |       |  |
|--------------------------|-------|--|
| ▪ Consciousness          | ----- | Dependable, hardworking, organized, self-Disciplined, persistent, responsible            |
| ▪ Emotional Stability    | ----  | Calm, secure, happy, unworried   |
| ▪ Agreeableness          | ----- | Cooperative, warm, caring, good-natured, courteous, Trusting                             |
| ▪ Extraversion           | ----  | Sociable, outgoing, talkative, assertive, gregarious                                     |
| ▪ Openness to experience | ----- | Curious, intellectual, creative, cultured, artistically Sensitive, flexible, imaginative |

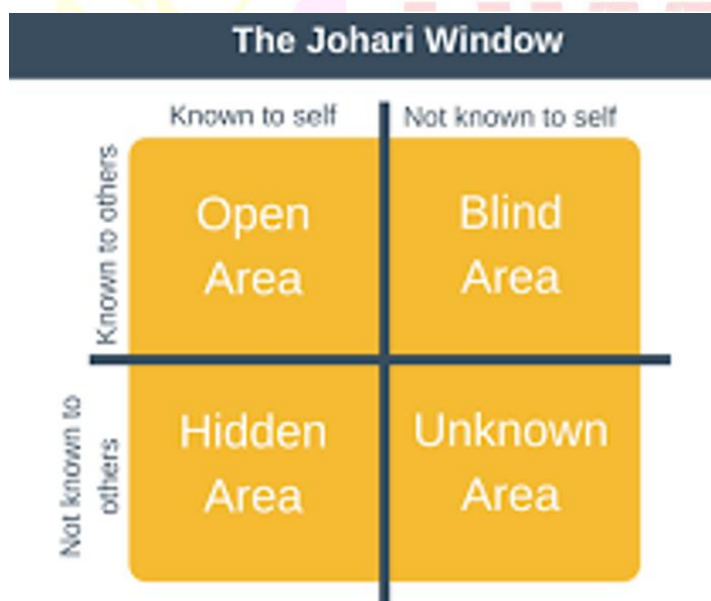
## ❖ ‘Johari Window’ (Refer Slides also shared for better understanding)

‘Johari Window’ is an effective technique; which when used appropriately provides valuable information regarding one’s own self and others, which is an important characteristic which every leader needs to possess to succeed.

JW stresses on the importance of feedback and disclosure to build trust.

Johari window four quadrants:-

1. What is known by the person about him/herself and is also known by others - open area, open self, free area, free self,
2. What is unknown by the person about him/herself but which others know - blind area, blind self, or ‘blind spot’.
3. What the person knows about him/herself that others do not know - hidden area, hidden self, avoided area, avoided self.
4. What is unknown by the person about him/herself and is also unknown by others - unknown area or unknown self.



### **Johari Window**

Johari Window is a technique for improving self-awareness within an individual. It helps in understanding your relationship with yourself and others. Johari Window model can be a useful tool if you want to improve your communication skills.

It was developed by American psychologists Joseph Luft and Harry Ingham in 1955, hence the name Johari. Johari Window is generally used in Self-help groups in exercises which help a person to learn and discover things about themselves, like heuristic exercise.

Johari Window is a method used for self-discovery.

What is Johari Window?

Generally, it is believed that we have in a group based on our perception of others. And that is why to improve communication in a group it is important to develop the perception of an individual in the group. Johari window model is based upon two things – to acquire the trust of others by revealing your information to them and by learning about yourself through feedback by others.

### **Johari Window Model Description**

There are four questions in the model just like panes in a window and each person fits into one of this pane. Each window in Johari window model signifies feelings, personal information, and motivation.



Also, the important point to know here is that through window panes one must determine whether one is known or unknown to oneself as well as the others.

Here as you can see in the photo there are four different panes and each signifies one crucial idea behind it. Further, the panes are in the horizontal axis as well as the vertical axis. So, you have to determine in which window you fall and based on that your personality can be known.

In this model, the main focus is on feedback. Accepting of feedback and conveying of this feedback is done through this model. The panes given in the vertical direction represents part that is known and unknown to others. While the horizontal part represents the known and unknown part to your self. That is two windows represent your true self while the other two windows represent the part that is known to others but unknown to self. This information which is known to self and unknown to others can be transferred through socializing with others. While the part that is known to others but unknown to self is conveyed through feedback that you get through other members in the group. This model works on the basis of communication happening in the group and how to improve yourself. The model is very simple to understand and as a result, it is used in various organizations. Now, we have divided the panes into 4 different panes to make you understand further about how compromises in these panes.

### **Johari Window Quadrant 1: Open Area or Arena**

This area or pane is called open area because the information in this pane about the behavior, feelings, emotions about the person is known to that person itself as well as the other members in this group. In this arena, all the communication occurs through a two-way process. Such that the person socializes about himself with others and constantly receives feedback from the other members of the group. As a result, the group becomes more effective and the relationship in this group is very dynamic. In this group, the process of feedback solicitation is very common. This process occurs in the group that has an understanding and the feedbacks of the other person are heard. So, the open area through this group can be increased horizontally such that the blindspot area is reduced and vertically it is increased so that the hidden and unknown areas of a person are reduced when that person reveals about his feeling to the other person.

### **Johari Window Quadrant 2: Blindspot or BlindSelf**

Blindspot is the area in which the certain information on your personality is known to others but that information is not known to you. In simple terms, other people may interpret your personality different than you might have expected. For efficient communication, this area must be reduced. One way to do it is through feedback that you get from other members in the group.

### **Johari Window Quadrant 3: Hidden Area or Hidden Self**

Hidden area is the information that you hide from others. Here, the information is known to you but the others are unknown to this information.

The reason for this may be the information might be personal to you so that you are reluctant to share it with others. This includes secrets, past experiences, feelings, etc. Many people keep their information private and do not share it with others.

### **Johari Window Quadrant 4: Unknown Areas or Unknown Self**

In this area, the information is unknown to you as well as the others. Generally, certain feelings, talents, information, etc fall in this area.

The reason for this might be some traumatic experience in the past about a particular event or experiences which might be unknown for your ever.

The person, as well as the group, is unaware about this till he or she discovers it. One way to reduce this area is through open communication.

## Transaction Analysis

It was introduced by Eric Berne. Transactional analysis is a technique used to help people better understand their own and other's behavior, especially in interpersonal relationships. It is a good method for understanding interpersonal behavior. It offers a model of personality and the dynamics of self and its relationship to others that makes possible a clear and meaningful discussion of behavior.

- TA is one of the strategies or tools for Organizational Development.
- It helps people better understand themselves and their effect on others.
- It is widely used to analyze group dynamics and interpersonal communication.

When people interact, there is a social transaction in which one person responds to another.

The study and analysis of these transactions between people are called transactional analysis

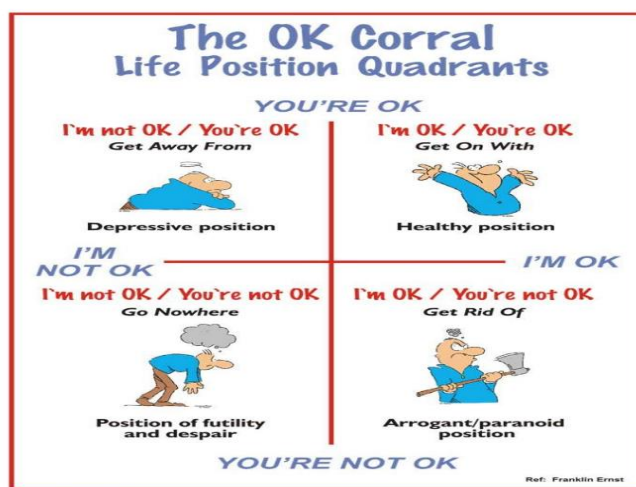
### ➤ Components of Transactional Analysis:

- Analysis of self awareness: it implies knowing about ourselves. To what extent, a person is aware of himself affects his interpersonal transactions. Johari window is a useful framework to analyse self-awareness.
- Ego States (Structural Analysis): Ego states are made of, or are affected by, a number of factors, such as personal capabilities, qualifications, castes and communities, authority and positions, nationality, training, achievements, self-concept, and other personality characteristics. All those factors that affect one's beliefs about oneself are considered as contributors in ego states.

"Ego is person's conscious belief, psychological state, or pattern of thinking that governs his transactions with others. It is belief about oneself in relation to the other."

- Analysis of Transactions: From the Organisational behavior point of view, more important aspect is how one ego state matches or conflicts with another state in interpersonal interaction. Transactions can be classified into three groups.
  - a) Complementary transactions
  - b) Cross Transactions
  - c) Ulterior (unknown, hidden or mysterious) transactions
- **Life Script Analysis:** Life script is like a script of a role one has to play in drama. It is total description about a person. Person's philosophy of life, goal, ambition, attitudes, etc., affect life script. It describes his total pattern of living in the world.

- **modern transactional analysis theory - life positions & the 'okay corral'**
- life positions are perceptions of the world. They are basic beliefs about self and others, which are used to justify decisions and behaviour. 'Okay Corral' can be linked to **blame**
- I'm to blame (You are okay and I'm not okay - 'helpless')
- You are to blame (I'm okay and you are not okay - 'angry')
- We are both to blame (I'm not okay and you are not okay - 'hopeless')



## Beliefs, Values and Attitudes

A belief is an internal feeling that something is true, even though that belief may be unproven or irrational

*I believe that there is life after death.*

A value is a measure of the worth or importance a person attaches to something; our values are often reflected in the way we live our lives.

*I value freedom of speech, or I value my family.*

An attitude is the way a person expresses or applies their beliefs and values, and is expressed through words and behaviour.

*I hate school.*

- Attitudes are views, beliefs, or evaluations of people about something (the attitude object).
- The attitude object can be a person, place, thing, ideology, or an event.
- Attitudes can be positive or negative.
- Eg: I hate men with long hair.  
I love people with French beard !

ATTITUDES VS VALUES	
ATTITUDES	VALUES
What do you like/dislike?	What is Important for you?
Are beliefs or views	Are beliefs or views
Super-set of values	Sub-set of attitudes
Eg: I like honest people	Eg: Honesty

Both Attitudes and Values are the **beliefs (views)** of a person. However, attitude is the belief (views) of a person towards 'something'.

Thus you can see that attitude is all about whether you like or **dislike** something. Value is also a belief (about what is important), but it's not towards anything.

❖ Many different factors can influence how and why attitudes form. These are-

- Social Factors.
- Direct Instruction.
- Family.

- Prejudices.
- Personal Experience.
- Media.
- Educational and Religious Institutions.
- Physical Factors.
- Economic Status and Occupations.

## Key Differences between Attitude and Behavior

Attitude	Behavior
<ul style="list-style-type: none"><li>• Attitude is defined as a person's mental tendency, which is responsible for the way he thinks or feels for someone or something.</li><li>• The way of thinking or feeling is reflected by a person's attitude.</li><li>• Attitude is defined by the way we perceive things.</li><li>• Attitude is a human trait.</li></ul>	<ul style="list-style-type: none"><li>• Behavior implies the actions, moves, conduct or functions or an individual or group towards other persons.</li><li>• A person's conduct is reflected by his behavior.</li><li>• Behavior is ruled by social norms.</li><li>• Behavior is an inborn attribute.</li></ul>

### ❖ Forms of Attitude in general :

- ✓ Positive
- ✓ Negative
- ✓ Neutral

### ❖ Types of Attitudes in professional environment:

- Job Satisfaction : is the level of contentment a person feels regarding his or her job.
- Job Involvement : degree with which an individual identifies psychologically with his or her job and perceives his or her perceived performance level important to self-worth.
- Organizational Commitment: state in which an employee identifies with a particular organization and, its goals, and wishes to maintain membership in the organization.

### ❖ Ways to change attitude

Following hints can help manager change attitude of his /her team members:

- Give constructive feedback
- Emphasis positive conditions
- Display Positive role model
- Provide novel information , educate
- Judicious use of fear
- Influence of peers ( esp those having high credibility)
- The co-opting approach (creatively engaging low performers in doing better, improvising )
- Public /Private display of feedback n corrective actions.



Positive Attitude	Negative Attitude
Individuals who have a positive attitude will pay attention to the good, rather than bad in people, situations, events, etc.	People with a negative attitude ignore the good and pay attention to the bad in people, situations, events, etc.
Positive attitudes are rewarded. It means the individual is encouraged to do the same thing in the future.	Negative attitudes are punished to discourage the same action in the future.
If we think positive thoughts we will surely experience such emotions as joy, love, gratitude, peace, and hope.	If we think negative thoughts we will have negative feelings such as anger, disappointment, irritation, envy, etc.
Having a "positive attitude" means a person believes everything happens for the best in the end.	A person with a "negative attitude" tends to believe their best days are in the past. There is nothing to "look forward to" and considers it a waste of time and energy.
It is an optimistic approach for a person to achieve good results.	It is a pessimistic mindset of a person who is not capable of handling critical issues.
It can achieve long-term goals easily and in time	It can achieve some initial goals but not the long-term goals
It is a process of solving problems.	It is a process of looking for problems.
A person with a positive attitude pays attention to the virtues of others.	A person with a negative attitude pays attention to other people's shortcomings.
These persons always see opportunities.	These persons see only limitations.

❖ **Functions of Attitude**

1. Adjustment Function
    - Attitude helps people in adjusting their work environment
  2. Ego-defence Function
    - Attitude to protect their own self-images.
    - Used when there is threat
    - Frustrating experiences, pressures, by suggestions/ directives from authority
    - Difficult to change- threats to be removed-supportive environment
  3. Expressive Function
    - Three aspects:
    - It helps Express individual's central values and self-identity.
    - Helps individual define self-concept and facilitates adoption of sub-culture values important.
    - The function helps individuals adopt and internalize the values of a group they have joined.
  4. Knowledge Function
    - People need maintain a stable, organised and meaningful structure to prevent chaos
    - Attitude provide the standards or frames of reference by which individual judges objects or events.
    -
- ❖ **Why Managers should know?**
1. To Understand and predict about a person
  2. To Help in changing attitude of a person

**□ Emotional intelligence**

- ❖ **Emotional Intelligence:** - Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

➤ **Fundamentals of Emotional Intelligence: -**

1) Self-awareness is the ability to accurately recognize your: emotions, strengths, limitations, actions and understand how these affect others around you.

3) Self-regulation allows you to wisely manage your emotions and impulses - you show or restrain certain emotions depending on what is necessary and beneficial for the situation.

**4) Empathy**

To be empathetic means you are able to identify and understand others' emotions i.e. imagining yourself in someone else's position.

**5) Motivation**

Being self-motivated consists of: enjoying what you do, working towards achieving your goals and not being motivated by money or status.

**6) Social skills**

Effective social skills consist of managing relationships in a way that benefits the organization.

➤ **Benefits of Emotional Intelligence –**

**Performance at Work:-** Emotional intelligence can help to navigate the social complexities of the workplace, lead and motivate others, and excel in your career.



**Physical health:-** If someone is unable to manage stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. The first step to improving emotional intelligence is to learn how to relieve stress.

**Mental health:-** Uncontrolled stress can also impact mental health, making vulnerable to anxiety and depression. If someone is unable to understand and manage emotions, it'll also be open to mood swings, while an inability to form strong relationships can leave feeling lonely and isolated.

**Relationships :-** By understanding our emotions and how to control them, we are better able to express how we feel and understand how others are feeling. This allows us to communicate more effectively and forge stronger relationships, both at work and in personal life

- ❖ Capability of a person to manage and control emotions (personal and others)
- ❖ Peter Salovey and John Mayer, “ the subset of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and actions”.
- ❖ In Leadership EI is an important skill
- ❖ **Major focus on Communication :**
  - 7% - Verbal – Words – Phrases – Content
  - 38% - Vocal – Tone – Emphasis
  - 55% - Visual – Body Language

### Pampered Child Case

- ❖ Consider one naughty child who is pampered since childhood for all the needs and desires. It gradually starts affecting the personality of that child; it may become impulsive, short tempered, demanding and with lots of ego. Such person when joins any professional organisation becomes a major concern. In such scenario we are talking about the Emotional Intellect of that person particularly the Social Skills and Empathy might be missing in this Case. (She is deprived of good social skills and interpersonal skills making her confide to her own world of all goodies at her service. She does not understands concerns of other so no empathy)
- ❖ Find out more with such examples around you !
- ❖ Emotion is a subjective state of mind. Emotions can be reactions to internal stimuli (such as thoughts or memories) or events that occur in our environment. Emotions are not the same thing as moods. A mood is a state of mind that predisposes us to react a certain way
- ❖ All those feelings come to life with a certain information that they carry. You feel:
  - ... content because you have achieved something.
  - ... mournful because you lost something.
  - ... frustrated because the reality is different from your expectations.
  - ... excites because that family vacation is just around the corner.

### ❖ Significance of Emotional intelligence

- Emotional intelligence, ( otherwise known as **EQ**, Emotional Quotient ) helps us better understand what motivates others. It also helps us work more cooperatively with others.
- The more skillful you are at discerning the feelings behind others’ signals the better you will be able to control the signals you send back to them. As a result, you will be more successful in life.

*“Emotional intelligence is a set of **skills** that are thought to contribute to the appraisal of emotions in oneself and others*

## ❖ Emotional Intelligence as stated by Daniel Goleman

### • Five Domains of Emotional Intelligence :

Daniel Goleman's model of emotional intelligence includes five realms.

1. Know your emotions.
2. Manage your emotions.
3. Motivate yourself.
4. Recognize and understand other people's emotions.
5. Manage relationships (others' emotions)

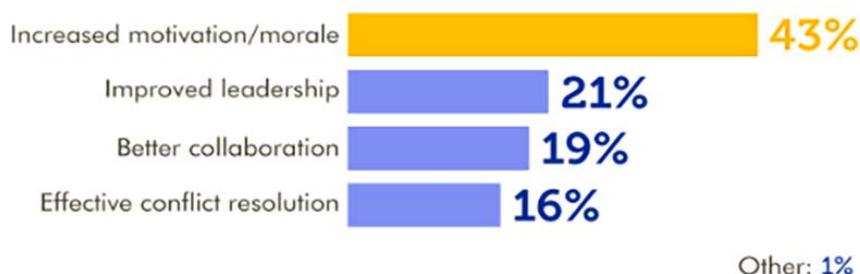
These five realms are broken down into four quadrants:

	Recognition	Regulation
Personal Competence	<b>Self-Awareness</b> <ul style="list-style-type: none"> <li>• Self-confidence</li> <li>• Awareness of your emotional state</li> <li>• Recognizing how your behavior impacts others</li> <li>• Paying attention to how others influence your emotional state</li> </ul>	<b>Self-Management</b> <ul style="list-style-type: none"> <li>• Keeping disruptive emotions and impulses in check</li> <li>• Acting in congruence with your values</li> <li>• Handling change flexibly</li> <li>• Pursuing goals and opportunities despite obstacles and setbacks</li> </ul>
Social Competence	<b>Social Awareness</b> <ul style="list-style-type: none"> <li>• Picking up on the mood in the room</li> <li>• Caring what others are going through</li> <li>• Hearing what the other person is "really" saying</li> </ul>	<b>Relationship Management</b> <ul style="list-style-type: none"> <li>• Getting along well with others</li> <li>• Handling conflict effectively</li> <li>• Clearly expressing ideas/information</li> <li>• Using sensitivity to another person's feeling (empathy) to manage interactions successfully</li> </ul>

### ❖ Benefits of Emotional Intelligence

1. Better teamwork
2. Acts as a tool in Change
3. Tough Conversations
4. People skill- communication
5. Key feature of strong Leader

The greatest benefit of having employees with high emotional intelligence, according to HR managers:



	EQ	IQ
<b>Stands for</b>	Emotional Quotient (aka emotional intelligence)	Intelligence Quotient
<b>Definition</b>	Emotional quotient (EQ) or emotional intelligence is the ability to identify, assess, and control the <u>emotions</u> of oneself, of others, and of groups.	An intelligence quotient (IQ) is a score derived from one of several standardized tests designed to assess intelligence.
<b>Abilities</b>	Identify, evaluate, control and express emotions ones own emotions; perceive, and assess others' emotions; use emotions to facilitate thinking, understand emotional meanings.	Ability to learn, understand and apply information to skills, <u>logical reasoning</u> , word comprehension, math skills, abstract and spatial thinking, filter irrelevant information.
<b>In the workplace</b>	Teamwork, leadership, successful relations, service orientation, initiative, collaboration.	Success with challenging tasks, ability to analyze and connect the dots, research and development.
<b>Identifies</b>	Leaders, team-players, individuals who best work alone, individuals with social challenges.	Highly capable or gifted individuals, individuals with mental challenges and special needs.

## ❖ Understanding the Utility EQ Visa-Vis IQ

- IQ tests are used most in the field of education and psychology.
- IQ tests are standardized to recognize highly capable/gifted individuals as well as individuals who need special assistance in the classroom.
- IQ predicts success with academic achievements, and has often been used to determine career options for graduating students.
- For a long time, IQ was believed to be the ultimate measure for success in careers and life in general, but there are studies that show a direct relation between higher EQ and successful professionals.
- People with high EQ generally achieve more, excel at teamwork and service and take more initiative.
- Several corporations and large organizations have mandated EQ tests during the hiring process, and have coaching seminars on emotional and social skills.
- Social and Emotional Learning (SEL) is gaining a lot of popularity not only with professionals, but also among students.

## ❖ Benefits of EI at Workplace

1. **Emotionally intelligent people Manage Stress & Conflict better at work.**
2. **Improve relationships with co-workers.**
3. **Deal more effectively with supervisors and subordinates.**
4. **More productive and effectively manage work priorities.**

## □ PERSONALITY

### ❖ Background & Definition:

Origin: The word personality comes from the Latin root persona, meaning "mask";

It is the impression we make on others; it maybe the mask we present to the world.

More precisely ;

Personality reflects ...“Those inner psychological characteristics that both *determine and reflect* how a person responds to his or her environment”

Emphasis on *inner* characteristics—qualities, attributes traits, and mannerisms--that distinguish one individual from others.

- Gordon Allport – “*The dynamic organisation within the individual of those psychophysical systems that determine his/her unique adjustment to his/her environment.*”
- Maddy – “*Personality is a stable set of characteristics and tendencies that determine those commonalities & differences in the psychological behaviour ( thoughts, feelings and actions) of people that have continuity in time &that may not be easily understood as the sole result of the social & biological pressures of the moment* ”

### ❖ Human personality includes;

- External appearances & behaviour, or social stimulus value.
- Inner awareness of self as permanent organising force
- The particular pattern or organisation of measurable traits, both “inner” & “outer”
- Nature of personality :The study of personality reveals three distinct aspects:
  1. Personality reflects individual differences
  2. Personality is consistent and enduring
  3. Personality can change

### ❖ Sources of Personality Differences

- Heredity: Research on the *nature-nurture controversy*\* indicates that about 50% of the variance in personality is inherited, thus setting limits on development
- Environment: Shapes at least 50% of personality?
  - Culture
  - Family
  - Group Membership
  - Life Experiences

### ❖ Importance Of Personality In Performance : Compare the personalities we discussed in class with their way to showcased their performances in whichever domains they have excelled.

### ❖ The Myers-Briggs Type Indicator (Refer Slide for better understanding )

- Developed by Isabel Briggs Myers and her mother, Katharine Briggs
- Based on Jung’s (1923) theory of psychological types
- Differences in behavior are not random
- due to consistent differences in perception & judgment

*Personality effects behaviour in various situations.*

- how to measure or assess it..???

Through MBTi which is a personality assessment instrument.

- How it works?

Classify a person in 4 different categories/dichotomies based on the answers given

1. **Extraversion**
2. **Introversion**
3. **Sensing**
4. **iNtuition**

❖ **Unethical Use of MBTi.....Its a two way weapon !!!!**

- ☐ Hiring:
- ☐ Selecting
- ☐ Rewarding
- ☐ Promoting



MBTI doesn't measure skill...therefore it would be an inaccurate and unfair application of the assessment

❖ **The Big Five personality model : Proposed by Lewis Golberg**

- Self-esteem (“self-worth”) is part of adjustment
- Locus of control (“fate vs. personal control”) is part of conscientiousness
- Introversion and extraversion (preference for thinking vs. interacting--NOT “social skills”) are part of sociability
- Dogmatism (generalized rigidity of beliefs) and authoritarianism (narrower personality type who prefers to follow orders) are part of intellectual openness

❖ **How the Big Five Personality Traits Influence Work Behavior: Remember the acronym OCEAN:**

- Openness to experience,
- Conscientiousness,
- Extroversion,
- Agreeableness and
- Neuroticism.

OPENNESS		
High Scores Indicate	Workplace Behavior Effects	
<ul style="list-style-type: none"> <li>• More creativity</li> <li>• More flexibility</li> <li>• More eagerness to learn</li> </ul>	<ul style="list-style-type: none"> <li>• Higher job satisfaction</li> <li>• Easily adaptable</li> <li>• Strong leadership skills</li> </ul>	
CONSCIENTIOUSNESS		
High Scores Indicate	Workplace Behavior Effects	
<ul style="list-style-type: none"> <li>• More effort</li> <li>• More drive</li> <li>• Better discipline and organization</li> </ul>	<ul style="list-style-type: none"> <li>• Better job performance</li> <li>• Inherent leadership ability</li> <li>• Less likely to leave</li> </ul>	

Dr. Rachana Shikhare



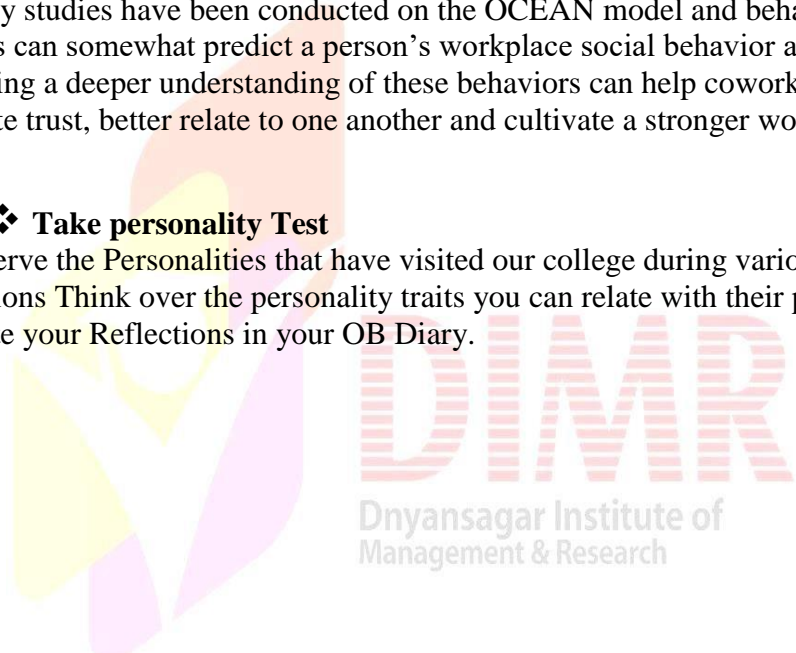


## ❖ Significance of OCEAN model

- Many studies have been conducted on the OCEAN model and behavior, and how these traits can somewhat predict a person's workplace social behavior and performance.
- Having a deeper understanding of these behaviors can help coworkers and managers create trust, better relate to one another and cultivate a stronger workplace culture

## ❖ Take personality Test

- Observe the Personalities that have visited our college during various orientations sessions Think over the personality traits you can relate with their presence.
- Write your Reflections in your OB Diary.





## **Unit 2 – Perception**

**Syllabus :** Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Perception and Motivation. For Case studies Refer ppt & HandOuts provided.

### **Meaning and Concept of Perception:-**

The key to understanding perception is to recognize that it is a unique interpretation of the situation, not an exact recording of it. In short, perception is a very complex cognitive process that yields a unique picture of the world, a picture that may be quite different from reality. Applied to organizational behaviour, an employee's perception can be thought of as a filter. Because perception is largely learned and no one has the same learning and experiences, then every employee has a unique filter and the same situations/stimuli may produce very different reactions and behaviours.

### **Definitions:-**

- 1) Collins and Drever:- "Perception is the immediate apprehension of an object or situation affecting any or all of the sense organs by way of sensation."
- 2) Stephen P. Robbins:- "Perception can be defined as a process by which individuals organise and interpret their sensory impressions in order to give meaning to their environments."

### **Factors influencing perception:-**

#### **Factors in the perceiver:-**

Attitudes  
Motives  
Interests  
Experience  
Expectations

#### **Factors in the situation:-**

Time  
Work Setting  
Social Setting

#### **Factors in the target:-**

Physical Appearance  
Verbal Communication  
Non-verbal Communication  
Objects

Perception



### **Selective Perception**

The process of filtering information received by our senses is called selecting stimuli or selective perception. Several factors influence selective perception. Some of them are external and others are internal to the body.

### **Attribution Theory:-**

Attribution simply refers to how people explain the cause of another's or their own behaviour. Like equity theory, it is the cognitive process by which people draw conclusions about the factors that influence or make sense of one another's behaviour. There are two general types of attributions that people make: - dispositional attributions which ascribe a person's behaviour to internal factors such as personality traits, motivation or ability and situational attributions which attribute a person's behaviour to external factors such as equipment or social influence from others.

**Perceptual Process:-**

Perception is more complex and much broader than sensation. The perceptual process or filter can be defined as a complicated interaction of selection, organisation and interpretation. Although perception depends largely on the senses for raw data, the cognitive process filters, modifies or completely changes these data.

3 stages of perception process are:-

- 1) Selection
- 2) Organization
- 3) Interpretation.

**Social Perception:-**

Social Perception is directly concerned with how one individual perceives other individuals, how we get to know others.

**Stereotyping:-****Refer The slides for examples & Cases & Stories**

The term stereotype refers to the tendency to perceive another person (hence social perception) as belonging to a single class or category. It is the fact that stereotyping may attribute favourable or unfavourable traits to the person being perceived. Most often a person is put into a stereotype because the perceiver knows only the overall category to which the person belongs.

**Halo Effect:-**

The halo effect in social perception is very similar to stereotyping. Halo is often discussed in performance appraisal when a rater makes an error in judging a person's total personality and/or performance on the basis of a single positive trait such as intelligence, appearance, dependability or cooperativeness.

**Motivation:-**

Motivation can be described as the internal force that impacts the direction, intensity, and endurance of a person's voluntary choice of behavior.

Example – A team leader encourages team members to work efficiently

**Definition and Concept of Motive and Motivation:-**

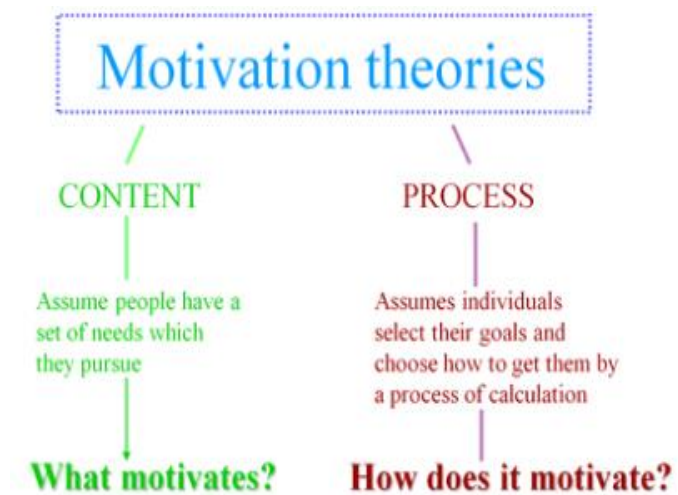
Motive can be defined as “A tendency to activity initiated by a drive and concluded by an adjustment.” “It is a reason for doing something.”

Eg.s :- Their motive in running away was to avoid being punished.

I think he is the guilty of the crime. He had the motive, the means and the opportunity.

Smith and Cronje “Motive is a drive that motivates individual to take the action he believes will satisfy his needs.”

S. P. Robbins “Motivation is the willingness to exert high levels of effort towards organizational goals, conditioned by the effort and ability to satisfy some individual need.”



### **Content Theories of Motivation**

#### **Maslow's Need Hierarchy**



This theory was produced in order to answer the question “What motivates an individual”. Every second need comes to force when the first need is satisfied completely. Maslow explained the hierarchy of needs by grouping them into two: deficiency needs and growth needs

**Basic Physiological Needs** – These needs relate to the survival and maintenance of human life. These needs include things such as food, clothing, shelter, air and other necessities of life.

**Safety and security Needs:-** After satisfying the basic needs. People want the assurance of maintaining a given economic level. They want job security, provision for old age etc.

**Love/Belonging Needs:-** Human wants social needs such as sociability, exchange of feelings etc. Non-satisfaction of this level of needs may affect the mental health of the individual.

**Esteem/Ego Needs:** - It includes self-confidence, independence, achievement, knowledge and success.

**Self-Actualisation Needs :-** It is the final step for self-fulfilment or the need to fulfil what a person considers to be his mission in life. The sense of achievement gives human psychological satisfaction.

## Herzberg's Two Factor Model Theory:-



## The Process Theory

### Vroom's Expectancy Theory:-

The theory assumes that behaviour results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain.

The key elements to this theory are referred to as following-

1. Valence (V)
2. Instrumentality (I)
3. Expectancy (E)

**Valence:-** The term refers to the emotional orientation people hold with respect to outcomes (rewards).

**Instrumentality:-** The Instrumentality refers to the belief that the first level outcome will lead to the second level outcome.

**Expectancy:-** Expectancy refers to the belief that an effort will lead to completion of a task.

### Porter Lawler Model :-

Main Elements of Model

1. Effort, -Effort refers to the amount of energy an employee exerts on a given task.
2. Performance –One's effort leads to his/her performance. Both may be equal or may not be.
3. Satisfaction. - Performance leads to satisfaction. The level of satisfaction depends upon the amount of rewards achieved.

## Contemporary Theories

**Equity Theory Of Work Motivation:-** Adams' Equity Theory suggests that employees compare their own inputs and outputs (e.g., effort and rewards) to those of others, and when there is a perceived imbalance, they will act to restore equity. It states that employees are motivated to keep their own perceived fairness levels in balance with those around them. This means that if they feel they are being treated unfairly, they will be less motivated to work hard.

Equity occurs when a person perceives that the ratio of his or her outcomes to inputs and the ratio of a relevant other's outcomes to inputs are equal.

### What are the three components of Adams' Equity Theory?

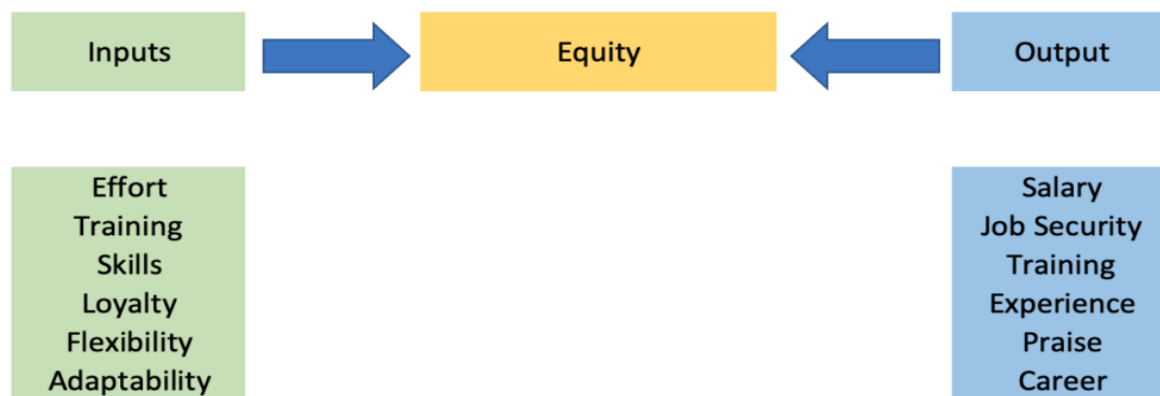
The three components of Adams' Equity Theory are inputs, outputs, and comparisons.

Inputs refer to the resources that employees bring to the job, such as their education, experience, and skills.

Outputs refer to the resources that employees receive from the job, such as salary, benefits, and recognition.

Comparisons refer to the process of comparing one's own inputs and outputs to those of others.

Adams' Equity Theory is based on the premise that employees seek to maintain equity between their inputs and outputs. When there is a perceived inequity, employees will take action to restore equity.



### Adams' Equity Theory

Equity Theory helps provide a method of appreciating how outputs can be influenced by numerous factors (inputs) and perceived fairness.

It explains how equality can be a motivational factor. It suggests to us that the perception of how one is treated can be a crucial factor in motivation, which in turn can help influence management tactics.



### Unit 3 –Group and Team Dynamics

#### Syllabus:

Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. Relevant case studies on Group dynamics and Leadership

#### The Meaning of Group & Group Behaviour & Group Dynamics:-

. “A group is defined as two or more individual’s interactions and interdependent who come together to achieve particular objective or common goal. “Group possesses four common characteristics:- 1) interaction among members 2) common interests or goals 3) people see themselves as members 4) two or more people are needed to form groups.

Group behavior in an organization is quite complex. Group behavior refers to the situations where people interact in large or small groups. A large group ( a crowd or mob) is likely to show e.g. of group behavior when people gathered in a given place and time act in a similar way.

.”Group dynamics may be stated as the behavior of individuals as members of a group in an organizational setting.” Group dynamics refers to the study of forces operating within a group, defines Keith Davis. He further states that, “The social process by which people interact face to face in small group is called group dynamics.

#### Types of Groups:-

- 1) Formal Groups
- 2) Informal Groups
- 3) Command Groups
- 4) Task Groups
- 5) Interest Groups
- 6) Friendship Groups

#### The Five-Stage Model Of Group Development:-

**1) Forming:-** This stage is characterized predominately by a feeling of uncertainty among the group members as they now try to establish ground rules and pattern of relationship among themselves.

**2) Storming: -** One of the intra-group conflicts stage. Members often show hostility towards each other and resist the leader’s control. If these conflicts are not adequately resolved, the group may even be disabandoned. But, usually, the group eventually comes in terms with each other and accepts the leadership role at the end of this stage.

**3) Norming: -** Close relationship develops and the group demonstrates cohesiveness. A strong sense of group identity and companionship. This stage completes when the group members can set a common target and agree on the way of achieving this.

**4) Performing: -** At this point, group is fully functional and accepted. As the group is now fully formed after resolving their internal conflicts of acceptance and sharing responsibility, they can now devote energy to achieve its objectives.

**5 ) Adjourning :-** Final stage of group. Group starts to gradually dissolve itself. The group prepares to disband. The high task performance is no longer the required goal. The attention is towards the wrapping up of the activities and responses of the group members.

**Team Effectiveness:-**

Team effectiveness can be defined as achieving four performance outcomes i.e. innovation/adaptation, efficiency, quality and employee satisfaction. Team effectiveness refers to the system of getting people in a company or institution to work together effectively. The idea behind team effectiveness is that a group people working together can achieve much more than if the individuals of the team were working on their own.

**Team Building:-**

Team building can be defined as the process of planning and encouraging working practices that are effective and which minimize the difficulties that obstruct the team's competence and resourcefulness. Team building is a catch-all term for a whole host of techniques aimed at improving the internal functioning of work groups. Whether conducted by company trainers or outside consultants, team building workshops strive for greater cooperation, better communication, and less dysfunctional conflict.

**Leadership:-**

**Introduction:-**

Leadership is the process of influencing the behaviour of others to work willingly and enthusiastically for achieving predetermined goals. It is the ability of a leader to induce subordinates to work with confidence and zeal. Leadership changes potential into reality. It is the final act that brings to success or the potential i.e. in an organization and its people. Thus, leadership is the ability to influence a group toward the achievement of goals. In most organizational settings, it is the leader who frames the team purpose and facilitates discussions on its meaning and nature. The vision, commitment, and communication of the leader govern the optics through which individual team members see the team purpose and become aligned to it.

**Overview of Leadership:-**

**Traits and Types:-**

**Autocratic/Dictatorial leadership style:-** Autocratic leader often called a "dictator". The autocratic leader gives orders, which must be obeyed by the subordinates. He determines policies for the group without consulting them and does not give detailed information about future plans, but simply tells the group what immediate steps they must take.

**Democratic/Participative Leadership Style:-** It decentralizes managerial authority. The leader's decision is taken after consultation with his followers and after their participation in decision making process.

**Free Rein or Laissez Faire Leadership Style:-** A free rein leader does not lead but leaves the group entirely to itself. He is represented by the chairman of the board who does not manage but leaves all responsibility for most of the work to his subordinates.

**Theories Of Leadership:-**

Leadership is the quality of an individual or group of individuals in an organisation to control and govern the team of that organisation. In every society or organisation, leadership is required for the smooth function of that organisation and its growth. Theories of leadership tell an individual how to be a good leader. These theories guide and motivate an individual to be a great leader.

### **Theories Of Leadership:-**

**Great-Man Theory** Great man theory of leadership is the most prior theory of leadership. This theory of leadership says that leaders are born and not made. A leader is a leader by birth. The person, who has the ability to lead in every aspect of his life from his birth. A leader possesses the quality of leadership, and the one who does not possess it can not be a leader. According to this theory of leadership, successful leaders are born with all the necessary qualities of leadership such as positivity, confidence, responsibility, strategic thinking etc.

### **Trait Theory:-**

Trait approach is a traditional approach to the theory of leadership. According to these theories, it is thought that a leader has specific trait of mind and intelligence. The trait theory holds the view that successful leader possess these basic qualities and these are inherited rather than acquired. Out of this approach, came the popular belief that “Leaders are born and not made”.

According to Trait theory, a leader is expected to possess the following traits:

- A) Good personality
- B) Tirelessness
- C) Ability to take quick decision
- D) Courage

### **Behavioural Theory:-**

In this approach, the emphasis is on the actual behavior and action of the leaders and not on their traits or characteristics. In other words, this approach emphasizes that strong leadership is the result of effective role behavior.

This approach states that the leader uses three skills to lead his followers. These skills are: technical (refers to a person's knowledge of the process of technique), human (refers to ability to interact with people and conceptual (refers to manager's ideas which enable a manager to set up models and design plans).

**Contingency Theory:** The contingency theories of leadership give importance to the situation at which leadership quality is required. The leader should choose the optimum action in the different situations, which describe the leadership quality of the leader. According to the contingency theories of leadership, the best style of leadership is changed with the different variables with respect to the environment.

**Situational Theory:-** The situational theories of leadership are similar to the contingency theory, which gives importance to the situation at which the leadership quality is required rather than the individual personality. A leader is judged in different situations by the action taken by him. A good leader is expected to take the optimum action in different problems.

### **The transformational theory:**

The transformational theories of leadership are focused between the leader of the organisation and the member of that organisation. A good leader is described with how he changes and transforms the members of the organisation to do the task better. According to the transformational or relationship theories of leadership, the leaders help every member of the organisation to grow. The leader must possess the qualities of task management and team management.

### **Transactional theory:**

Transactional theories of leadership are the theory is based on the motivation of the members of the organisation. These members can not be self-motivated, and it is the primary work of a leader to motivate them. A good leader motivates the members of the organisation by leading from the front and setting up examples.



## Unit 4 – Conflict Management

Syllabus Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches.

Organizational Culture: Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.

Relevant case studies on Conflict management and organization culture

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### Definition and Meaning:-

Conflict is serious disagreement and argument about something important. If two people or groups are in conflict, they have had a serious disagreement or argument and have not yet reached agreement.

Conflict -“Any tension experienced when one perceives another as thwarting or frustrating his or her needs, or is likely to do so.”

### Sources Of Conflict:-

- Goal incompatibility and differentiation
- Interdependence
- Uncertainty and resource scarcity
- Reward systems
- Poor management.
- Unfair treatment.
- Unclear job roles.
- Inadequate training.
- Poor communication.

### Types Of Conflict:-

- Task Conflict
- Relationship Conflict
- Value Conflict
- Intergroup Conflict
- Interorganisational Conflict

### Organizational Culture:-

#### Meaning and Nature Of Organizational Culture:-

Organisational culture is the accumulated tradition of the organizational functioning. It is based on certain values, norms and positive attitudes of an organization. Organizational environment becomes a culture if it is used for motivating people to avoid any friction and adopt the valuable tradition of the organization.

### Nature Of Organizational Culture:-

- 1) Prescriptive
- 2) Socially Shared
- 3) Learned
- 4) Enduring
- 5) Dynamic

**Types Of Culture:-****Strong vs. Weak Culture:-**

Organisational culture can be labelled as strong or weak based on level of sharing of the core values among organizational members and the degree of commitment the members have to these core values. The higher the level of sharing and commitment, the stronger the culture increases the possibility of behaviour consistency amongst its members, while a weak culture opens avenues for each one of the members showing concerns unique to themselves.

**Soft vs. Hard Culture:-**

Soft work culture can emerge in an organization where the organizations pursues multiple and conflicting goals. In a soft culture the employees choose to pursue a few objectives which serve personal or sectional interests. A typical example of soft culture can be found in a number of public sector organizations in India where the management feels constrained to take action against employees to maintain high productivity. The culture is welfare oriented, people are held accountable for their mistakes but are not rewarded for good performance. Consequently, the employees consider work to be less important than personal and social obligations.

**Formal Vs Informal Culture:-**

The work culture of an organization to a large extent, is influenced by the formal components of organizational culture. Roles, responsibilities, accountability, rules and regulations are components of formal culture. They set the expectations that the organization has from every member and indicated the consequences if these expectations are not fulfilled. Informal cultural on the other hand has tangible and intangible, specific and non-specific manifestations of shared values, beliefs, and assumptions. This part of organizational culture comprising of artifacts, symbols, ceremonies, rites, and stories is highlighted in almost all the definitions of organizational culture.

**Creating and Maintaining Organization Culture:-**

Creating Vision  
Operationalizing Values  
and Vision Socialization  
of Employees Building  
on Employee Strengths  
Rewarding More than  
Punishing  
Emphasizing Vitality and Growth

**Managing Cultural Diversity**

- 1) Understanding Cultural Differences
- 2) Introducing Free Speech
- 3) Practicing Effective Communication
- 4) Working Calendars

Note : Case Study discussions and presentations have been conducted wherein , additional inputs and Handouts as well have been provided which are to be used for Unit 4 & 5 .



### **Unit 5 – Stress at workplace**

#### **Syllabus:**

Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality.

Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization.

Relevant case studies on stress management and organizational change

Stress is the body's automatic response to any physical or mental demand placed on it.

Adrenaline is a chemical naturally produced in our body as a response to stress.

#### ❖ Definition

“Stress is an adaptive response to an external situation that results in physical, psychological or behavioral deviations for organizational participants.”

“Stress is a consequence of or a general response to an action or situation that places special physical or psychological demands or both on a person”.

#### **Workplace Spirituality:-**

Spirituality means something different to everyone. For some, its about participating in organized religion going to church, a mosque etc. For others, its more personal. But workplace spirituality is not about organized religious practices. It is not about God or theology.

Workplace spirituality recognizes that people have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community.

Spirituality at work is about leaders and followers who understand themselves as spiritual beings who have a sense of calling that provides meaning and purpose of their lives. It is also about membership where people experience a sense of belonging, connectedness to one another and their workplace community. Spirituality in the workplace is about individuals and organizations seeing work as a spiritual path, as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support of others, about integrity and people being true to themselves and others.

#### **Organisational Change:-**

#### **Meaning, definition & Nature Of Organisational Change**

Change refers to any alteration that occurs in total work environment. Generally people are accustomed to a well-established way of life and any variation and deviation from that life may be called as a change. Organisational changes are the changes of attitude, nature and interest of employees, technological and environmental changes related to an organization and changes in rules and regulations affecting the organization.

According to Francis and Sinclair: “Organisational change is an ongoing process of social construction that comprises spiral patterns of discursive change and restructuring of collective meanings.”

### Nature of Organisational Change:-

- 1) **Change Disturbs Old Equilibrium:** - When change occurs in any part of the organization, it disturbs the old equilibrium necessitating the development of a new equilibrium. The type of new equilibrium depends on the degree of change and its impact on the organization.
- 2) **Change Affects Whole organization:** - Any **change** may affect the whole organization, some parts of the organization may be affected more, others less, some parts are affected directly, others indirectly.
- 3) **Change is a continuous Process:** - It's a continuous process. However, some changes which are of minor type may be absorbed by the existing equilibrium, others which are major ones, may require special change efforts.
- 4) **Change may be Reactive or Proactive:** - When change is brought about due to the pressure of external forces, it is called reactive change. Proactive change is initiated by the management on its own to increase organizational effectiveness.
- 5) **Change is perceptual and Behavioural:** - It is a way of thinking and a set of behaviours to enact that thinking.
- 6) **Change is natural, as is death:** - It is the rule, not the exception. Slow change, which does not characterize many contemporary organizations, seems easier to adjust than rapid change, which we often equate with disruption.
- 7) **Change may be planned or unplanned:** - Planned change is deliberately shaped by those within an organization. Unplanned change is promoted by forces outside an organization, whose response is reactive rather than proactive.
- 8)

### Types of Organisational change:-

- 1) **Happened change:-** Happened change is a change that is rather unpredictable and that takes place naturally due to external factors. e.g. Currency devaluation, over which it has no control, adversely affects the business of a company that has no import of its basic raw material.
- 2) **Reactive Change:-** It occurs when forces to change make it necessary for a change to be implemented. New strategic moves made by the competitors, new scientific and technological discoveries and performance problems are common reasons for reactive change.
- 3) **Anticipatory Change:-** It is **carried** out in expectation of an event or a series of events are called anticipatory changes. It involves changing the organization from the existing state towards a designed future state and managing the transition process.
- 4) **Planned Change:-** It occurs when leaders in the organization recognize the need for a major change and proactively organize a plan to accomplish the change. It is based on a proactive and well done plan, often does not occur in a highly organized fashion.
- 5) **Process-oriented Change:-** These changes relate to the recent technological developments, information processing and automation. This will involve replacing or re-training personnel, heavy capital equipment investment, and operational changes. All this will affect the organizational culture and as a result the behaviour pattern of the individuals.
- 6) **People-oriented change:-** People-oriented changes are directed towards performance improvement, group cohesion, dedication, loyalty to the organization as well as developing a sense of self-actualisation among members. This can be made possible by closer interaction with employees and by special behavioural training and modification sessions.

**Forces that acts as Stimulants to Change:-**

**External Forces:-**

**a) Technology:-** It is a major external force which calls for change. The rate of technological change is greater today than any time in the past and technological changes are responsible for changing the nature of jobs performed at all levels in the organizations.

**b) Marketing Conditions:-** Marketing conditions are no more static. They are in the process of rapid change as the needs, desires and expectations of the customers change frequently.

**c) Political Forces:-** Political forces within and outside the country have an important influence on large business houses, particularly, the transnational corporations'.

**Internal Forces:-**

**a) Changes in managerial personnel:-** Old managers are replaced by new managers which are necessitated because of retirement, promotion, transfer etc. Each manager brings his own ideas and way of working in the organization.

**b) Deficiencies in existing structure:-** Changes may be needed to make up deficiencies in the present organizational set up.

**c) Changes in Employee Expectations:-** It can also trigger change in organizations. A company that hires a group of young newcomers may be met with a set of expectations very different from those expressed by older workers.

**d) Changes in work Climate:-** Changes in the work climate in an organization can also stimulate change. A workforce that seems lethargic, unmotivated and dissatisfied is a symptom that must be addressed.

**Kurt Lewin's Three Step Model:-**

According to "Kurt Lewin's" Force field model, effective change occurs by unfreezing the current situation, moving to a desired condition, and then re-freezing the system so that it remains in this desired state. Popularly called, three-stage model of change system, Lewin's theory is highly useful in understanding the way of managing change, the three stages are as follows.



**Change Process**

**Unfreezing:** The manager has to identify the background factors contributing to resistance to change. He should explain to the subordinates the problems with the present state of affairs, the need for the change, the place and volume of proposed change, the direction and implication of such change etc.

**Introducing Change or Moving to the New Level:** Once the subordinates become receptive to change, the manager should introduce the proposed change in a systematic manner with the full cooperation of subordinates. They should be guided and helped to learn new methods and techniques implicit in the proposed change.

**Refreezing at New Level:** it is the phase of stabilization, assimilation and institutionalization of changes which are successfully implemented. The changes are accomplished should remain as a stable and permanent characteristic of the system until need arises for another change.

#### **How to overcome the Resistance to Change?**

Resistance to change involves employee's behaviour designed to discredit, delay or prevent the changes introduced for the development of an organization. They resist because they are afraid of their job security, working conditions, status, regression and other factors.

#### **Dealing with Resistance:-**

- 1) **Participation and involvement:-** Individuals will find it difficult to resist the change which they participated. Prior to making a change, all those persons who are going to be affected by the change, can be brought into the decision making process. Their doubts and objectives should be removed to win their cooperation. This involvement of the workers can overcome resistance, obtain personal commitment.
- 2) **Communication and Education:-** If the employees do not have adequate information or the information they have is inaccurate, then it is necessary to educate them about the change, when is it to be introduced, why is the change needed, how will it be implemented, its process and its working.
- 3) **Group Discussion:-** It should be encouraged to find out the group's reactions and opinions. All divergent and convergent opinions could be allowed free expression and could be discussed with a sense of involvement.
- 4) **Group Training:-** Training can improve group effectiveness but care must be taken to ensure that the values and assumptions of laboratory training are compatible with the values and assumptions of the organization.

## Methods of Implementing Organisational Change:-

**Top-Down Approach:-** One of the most common ways in which organizations attempt to introduce changes is by pushing the changes down the hierarchy. In this approach, the solutions or decisions are arrived at by people at the top, and then are passed down the formal channels of communication and control in a unilateral manner

**Laissez Faire Approach:-** It presupposes that systems can change only when its members change. Moreover, it is also based on the assumption that people are primarily rational beings who follow their rational self-interests.

**Collaborative Approach:-** This third approach to change falls somewhere between the previous two approaches. Neither does it involve dictating the nature and steps of change from the top, nor does it leave the change process entirely in the hands of the functionaries.

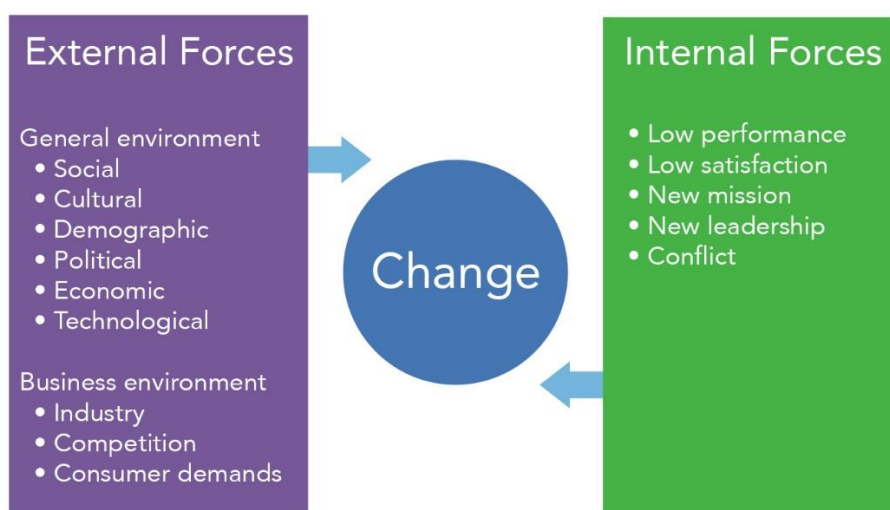
## Lewin's Change Model



**There are several kinds of external forces an organization might face:**

- Demographic. A changing work demographic might require an organizational change in culture. ...
- Social. Changing social trends can pressure organizations into making changes. ...
- Political. ...
- Technology. ...
- Economic.





## **8 Methods Of Implementing Change In an Organization**



**If you only *tel* people to change, you will face insurmountable resistance.**

For instance, new laws are legislated by the government which the organisations must comply, new developments in technology arise, competitors introduce new products / services, customer's likes and dislikes change, life styles change. There are pressures from customers, labour unions, communities and competitors which force change on organisations.

- (i) *By transformational leaderships:*
- (ii) *By use of group forces*
- (iii) *By providing a rationale for change:*
- (iv) *By participation:*
- (v) *By sharing rewards:*
- (vi) *By ensuring employee security*
- (vii) *By communication and education:*
- (viii) *By stimulating employee readiness*

**Developing a learning organization:-**

Moving toward becoming a learning organization requires a strategy. It does not just happen overnight, it takes commitment from everyone in the organization and it needs to be part of the organisation's long-term strategic objectives. Creating learning organization needs purposive initiatives of leaders. It depends on leaders who hold power or have influence in organization. The process of developing a learning organization involves following steps:-

**Commitment of Top Management:-** Creation of learning organization may require major changes in the existing techniques, structures, processes, beliefs, values and even goals.

**Sharing of Commitment and Creation of Vision:-** From top management commitment for creating learning organization flows sharing of commitment and then, vision of learning organization is created.

**Wider Acceptability of Desirability of learning Organization:-** Once vision of learning organization is created, it is communicated organization-wide for wider acceptability of desirability of learning organization.

**New Techniques/Structures/Processes:-** This is the most crucial step in creating learning organization. Creation of learning organization requires total transformation of the existing organization i.e. aligning existing techniques, structures and processes to the requirements of the learning organization.

**Commitment of Entire Workforce:-** Changing of existing techniques, structures and processes facilitates the creation of learning organization but it does not work effectively unless there is a commitment of the entire workforce for the learning organization.

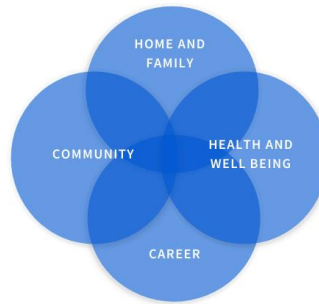
**Work Life Balance**

Work-life balance is typically defined as the amount of time you spend doing your job versus the amount of time you spend with loved ones or pursuing personal interests and hobbies. When work demands more of your time or attention, you'll have less time to handle your other responsibilities or passions.

Many people want to achieve a greater balance between their work life and their personal life so that work does not take up the vast majority of their time. However, the term itself can be misleading because our careers and personal lives don't always exist in separate spheres.

In response, **work-life integration**—or the synergistic blending of our personal and professional responsibilities—has become an increasingly popular concept. From this perspective, work is simply one aspect of our lives, which needs to be considered alongside other important concerns, such as our home and family lives, our community, and our personal well-being. Rather than resembling a scale with two competing sides, work-life integration more resembles a Venn diagram of overlapping interests.

**WORK-LIFE INTEGRATION**



5 ways to improve your work-life balance :

1. Pause and evaluate
2. Assess your priorities.
3. Time management
4. Establish boundaries
5. Reflect, refine, repeat
- 6.

Work-life balance can not only be the solution to the negative consequences of work (pressure, stress, burnout), but it can also provide the key to unlocking creativity and innovation that will give your business, or your career, an advantage.